

## MKM227 Postgraduate Dissertation

Student Number: 1156456

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**Social media networking channel LinkedIn, organisational recruitment, and  
self-initiated expatriation; an exploration**

A dissertation submitted in partial fulfilment of the requirements of the Royal Docks Business  
School, University of East London for the degree of **MA- International Human Resource  
Management**

**May 2013**

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I declare that no material contained in the thesis has been used in any other submission for  
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**Social media networking channel LinkedIn, organisational recruitment, and self- initiated expatriation; an exploration**



## **Abstract**

The purpose of this research project is to explore an intriguing connection related to these three fields of theoretical literature; self- initiated expatriation, organisational recruitment and social media networking channels. More specifically what effect the social media networking channel LinkedIn could possess on organisational recruitment and ultimately to contribute to raise or create new self- initiated expatriates.

By undertaking a critical realistic epistemological research philosophy, which is underpinned by an ontological subjectivist view will this research project collect primary data to analyse the projects research objectives. Ultimately, answering the set research question by applying a non- probability sampling method. The primary data will be collected by a quantitative research strategy, which is done by designing a self- selection internet based questionnaire to distribute on the researchers social media networking channels and forums/internet sites that are related to the research topic.

The main findings are;

- Indications of increase of self- initiated expatriation in the future, which is rather connected to temporary jobs than permanent ones.
- The authenticity of the information LinkedIn registered users provide on their page/profile is high.
- Respondents, regardless of age, gender, and education, prefer to apply for jobs/positions online over traditional recruitment methods.

Suggested recommendations are made for the two main stakeholders; HR departments and LinkedIn. The main for HR departments are that LinkedIn can be used as a reliable online recruitment tool regarding the question of applicants' authenticity and correct description of personal attributes. HR departments that are in search of specific international applicants should establish direct contact with the applicants themselves. The main for stakeholder LinkedIn should privacy settings be a top priority.

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## Introduction

In recent times, academics and researchers fascination and focus on organisations application of online recruitment methods; predominately being social media channels, has been extensive. There are many “how- to” and “best practice” articles, such as *“Making the Most of On-Line Recruiting”* (Cappeli 2001), *“Best practices for using social media as a recruitment strategy”* (Madia 2011), *“Getting social with recruitment”* (Doherty 2010), just to mention some. However Parry *et al.* (2009) argue the sparse empirical data research in the field of online recruitment, to recognise its advantages and disadvantages for why to apply the method in organisations. In contrast to many “how- to” articles Anderson (2003), Holm (2012) and Davison *et al.* (2011) also announce the need for empirical research on technology- based recruitment. Nonetheless there has also been significant research done on candidates related to traditional recruitment methods (Anderson 2003). This extensive focus and encouragement for research on the organisational perspective of online recruitment, however significant, fail to highlight the important area, of how online recruitment through global social media channels by organisations affect self- initiated expatriates. Whether these being active or passive candidates (Davison *et al.* 2011 and Dekay 2009), or organisations use of online recruitment tools through social media channels such as Facebook, LinkedIn, Twitter etc.

Social media channels has shown great growth in participation and members these last year’s where LinkedIn, Facebook, Twitter and others have millions of members (Fischer *et al.* 2010).

Brunty *et al.* (2013) illustrates the “evolution” of social media and puts the different channels in to a broader perspective of services provided online throughout this decade;

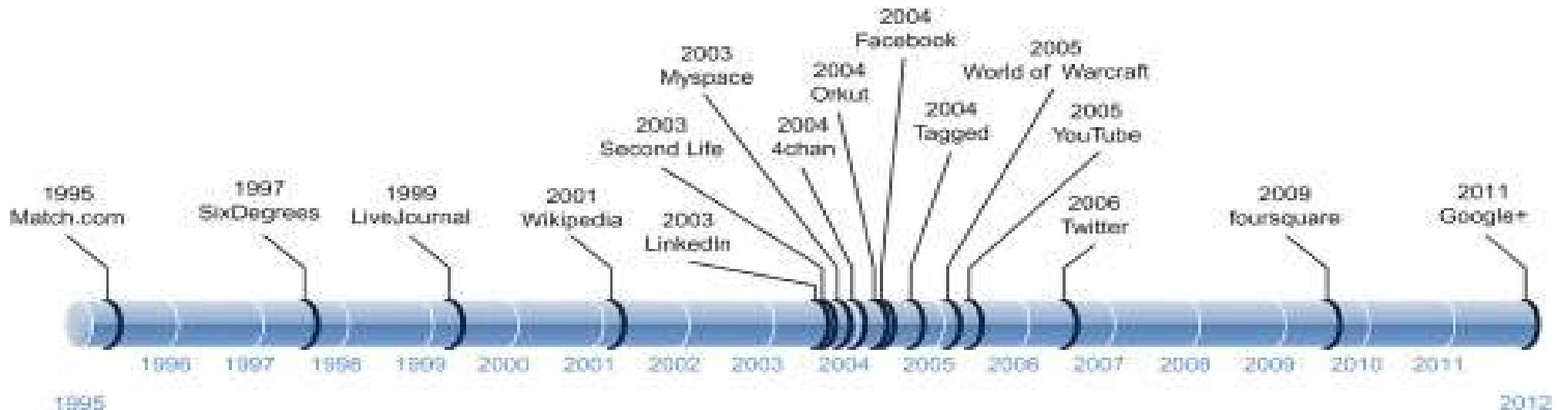


Figure 1: Brunty *et al.* (2013. p. 2)

In contrast to this simplistic illustration of “social media” have however the use and the definition been debated. Kaplan *et al.* (2010) make use of terminologies such as web 2.0 and UGC (user generated content) to define the coined popular term of what they describe as; “...*a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.*” (Kaplan *et al.* 2010 p,3). To clarify the definition social media, web 2.0 and UGC need a brief description. As described by Kaplan *et al.* (2010) web 2.0 is a platform where participants collaborate to continuously create and publish content usually with technological tools such as Adobe Flash and RSS (Really simple syndication) etc. Whereas UGC (user generated content) is described as publicly available content made by end- users. Therefore can web 2.0 be seen as the technical foundation of social media and User Generated Content is conceived as what, and the way users contribute to the content they themselves produce on the technical foundation. Using social media channels as example to illustrate this, provides a better picture of what these social networking sites such as Facebook, LinkedIn and Twitter actually do. These sites provide the technical foundation for user to connect with each other and create this unique and at times creative content (Kaplan *et al.* 2010).

LinkedIn has however focused and differentiated its services and product to connect professionals together as well to organisations through profiles with their resume, picture and competencies listed by the users themselves (LinkedIn 2013). Users will have an online resume as well having the possibility to apply for jobs online through organisations profiles and advertisements for vacant positions or job positions using LinkedIn`s job-search function for this. The difference between LinkedIn, Facebook and Twitter is exactly this differentiation by LinkedIn`s focus on professionals. LinkedIn users do however have the “news feed” where they can connect and contribute to each other`s content by “posts”, “likes”, “shares” and “comments”, just as other social media sites (LinkedIn 2013).

LinkedIn gets 2 new members a second and possesses 200 million users in 200 different countries (LinkedIn 2013). More than 2,16 million companies

have LinkedIn company pages. 20 million students are on LinkedIn and are the fastest-growing demographic. Facebook had alone more than one billion monthly active users as of December 2012 (Facebook 2013). These figures, which are only showing growth each year, indicate that social media channels contain large numbers of members which are organisations and private individuals, whereas 95 percentages of organisations that use social media for recruitment use LinkedIn (Silverstone 2013). One of the purposes and goals of all these social media channels as described above is to connect people and organisations together. With LinkedIn connecting professionals together, and to organisations in 200 different countries it could be safe to assume that LinkedIn is contributing to close the gap between organisations and active or passive candidates (Dekay 2009) for employment, internationally.

This will at the same time also change organisations HRM strategies related to recruitment. The primary goal of traditional recruitment HR strategy is to; *identify applicants, attract applicant, process incoming applicants and communicate with applicants* (Holm 2012). Online recruitment does possess the same goal as traditional HR strategy for recruitment but differs by achieving the goal with other tools. These tools are; advertisement for vacant positions on own corporate website (Holm 2012), social networking channels (Davison *et al.* 2011) and online job boards (Holm 2012).

With that being said would the relatively new and unexplored field of research, which many academics recently have set out to explore (see Doherty *et al.* 2013), of self-initiated expatriation, which is explained in more detail later on, be relevant to examine related to LinkedIn`s contribution of closing this already mentioned gap in online recruitment. Selmer *et al.* (2011) research identify five distinctive characteristics of the self-initiated expatriates; *Adventure/travel, Career, Family, Financial incentives, Life change/escape*. These characteristics and the relatively unexplored field of self-initiated expatriation (Doherty *et al.* 2013) is the reason to why it could be significant to explore and research the presumed connection LinkedIn`s services and product could possess to self-initiated expatriation. With LinkedIn contributing to make jobs and positions readily

available for applying in 200 different countries by a global audience, which could be identified as active and passive candidates (Dekay 2009), raises this intriguing research question;

*Does closing the gap between jobs and a recruitment potential from a global work-pool by active- and passive -LinkedIn candidates contribute to raise or create new self-initiated expatriates?*

In the manner to explore this research question these research objectives are set;

1. *Examine the effects on self-initiated expatriation with increase of international organisations focus on recruitment through social media channel LinkedIn.*
2. *Evaluate the advantages and disadvantages of applying the social media channel LinkedIn as a recruitment tool by HR departments.*
3. *Analyse the implications online recruitment through the social media channel LinkedIn could provide against traditional HRM recruitment strategies.*

## Critical literature review

I will first forward critical reviews of the main research areas of my dissertation which is self- initiated expatriation and the social media channel LinkedIn related to recruitment by organisations. Secondly I will analyse the connection these two areas may possess.



## Self- initiated expatriation

Expatriation is long been a field of research where researchers have described and used different definitions to separate between these employees. Such as PCN (parent country national) expatriates, TCN (third country national) expatriates, HCN (host country national) expatriates (Collings *et al.* 2007), however there is new research which have identified *self-initiated expatriates* where international assignments are approached differently from traditional “*organisational*” expatriation and career development systems (Altman *et al.* 2012). Harzing (2001- A) argues reasons for traditional expatriation such as *filling positions*, *management development* and *organisational development*, and gives definitions on the roles that expatriates can possess on international assignments to the subsidiary, such as *bumble bee* (transfer culture aspects or practices), *spider* (building communication and knowledge networks) and *bear* (control and correction according to HQ wishes) Harzing (2001- B). These could however not give adequate categorisation for these new expatriates, regarding the motivation and motives behind taking on short or long- term international assignments. With both political and economic environments international organisations operate in, could the environment for employees show change where international experience is a key factor for global or multinational corporations (Altman *et al.* 2012). Employees’ employability and the reduction of dependency to one organisation have changed with this need of international experience and globalisation of organisations where cost reduction could be an issue. This can be shown in a shift from traditional relational psychological contracts with employees to a more transactional nature where employees negotiate their contracts more aggressively (Pate *et al.* 2009). Employees, usually young, show that to develop their career and employability there is a need to acquire this international experience, which gives motives to self- initiate expatriation by either their organisation or individually (Altman *et al.* 2012). This could be done by migrating to a host country which implies local contracts (Biemann *et al.* 2010) with no particular



and definitive plan of repatriation (Coa *et al.* 2012). However contrary to Altman *et al.* (2012) arguments of organisational self- initiated expatriation motives there are individual characteristics of these expatriates that could also show some variations of why they decide to expatriate on an individual basis and not traditional organisational expatriation. Selmer *et al.* (2011) research identified five distinctive characteristics of the self- initiated expatriates;

- Adventure/travel (*Experience the “world” and new adventures in life*)
- Career (*International experience will give them career advantages in the future*)
- Family (*To do what is best for the family, and coherent decision to do so in the family*)
- Financial incentives (*Opportunity to save a large amounts of money*)
- Life change/escape (*Escape of perceived “boredom” in the home country and previous working situation*)

These characteristics can be argued indicate, for active and passive candidates, the need for some individuals to move from their home country/organisation to a host country/organisation to experience something new and acquire international experience that is expected from multinational organisations when recruiting. International assignments and the knowledge that can be acquired from these assignments could be expressed as tacit or explicit (Crowne 2009), where the tacit knowledge that is inarticulate (Oguz *et al.* 2011) is only acquired by employees being present in the international assignment. Therefore to acquire this, international experience and knowledge, which is only done by being present, and the need to experience something new raises this question; which tool could provide the opportunity to fulfil these “desires” and motives for self- initiated expatriation?

## LinkedIn & Online recruitment

It seems to be an endless debate, if online recruitment is or will be the main recruitment strategy for organisations and HR departments, also if social media channels are an effective tool to use in the strategy. To explore this further it is important to define what online recruitment actually is.

Organisations and their HR function have traditionally designed strategies to recruit people, as defined here; *“Recruitment includes those practices and activities carried out by the organisation with the primary purpose of identifying and attracting potential employees”* (Parry *et al.* 2008 p. 1). The traditional recruitment method organisations use, as Holm (2012) describes is predominantly *paper-based* recruitment and a consecutive process with rational steps;

1. *Identify applications* (form job description and specification. Identify appropriate pool of applicants)
2. *Attract applicants* (Recruitment sources; newspapers, TV, radio, professional magazines. Prepare and place job announcement)
3. *Process incoming applicants* (Receive, sort and register incoming applicants. Pre- screen and evaluate applicants)
4. *Communicate with applicants* (Inform applicants about pre- screening results. Arrange interviews with shortlisted candidates)

Recruitment done online does possess the same principal as a goal, but attempts to achieve the goal with different tools and practices in contrast to traditional recruitment methods. There are several factors that differ from traditional recruitment such as; less time consuming in general throughout the whole recruitment process (Proctor 2010), earlier and greater interaction with candidates (Holm 2012), cost- efficiency (Anderson 2003), reaching a larger audience (Vicknair *et al.* 2010) and advertise on more specified channels related to recruitment needs (Holm 2012). These new tools to attract and identify employees online are; advertisement for vacant positions on own corporate website (Holm 2012), social networking channels (Davison

*et al.* 2011) and online job boards (Holm 2012). Nonetheless, organisations that possess corporate website job recruitment often make use of social networking channels to advertise that corporate website.

Social media channels have shown great growth in participation and members these last years, where LinkedIn, Facebook, Twitter and others have millions of members (Fischer *et al.* 2010). These figures illustrate to what extent this growth has been relevant; LinkedIn gets 2 new members a second and possesses 200 million users in 200 different countries (LinkedIn 2013). According to Internetworldstats (2013) Facebook possessed 664 million users 31.march 2011 and that figure grew to 835,6 million users 31.march 2012. Facebook also recorded more than one billion monthly active users as of December 2012 (Facebook 2013). Twitter reports over a billion “Tweets” sent every three days by their 200+ million users (Twitter business 2013). These figures seem compelling and arguably should appeal to strong logic for organisations to immediately start interacting with these channels, specially related to recruitment for their organisation. However are the choices of recruitment methods by organisations, argued by Parry *et al.* (2009) been exposed to subjective opinions and negative affiliations related the specific methods and not what is the most effective and efficient method for the industry the organisation operate in. The reason for this is highly complex and extends multiple fields of practice. Customer’s perspective, brand management, CRM (customer relationship management), corporate social responsibility, marketing, sales, HR departments and etc, are some of the stakeholders in social media activity. This activity, as mentioned, is content produced by individuals on a technological platform which contains large amounts of members. Set aside the relatively obvious discussion that is related to positive and negative effects of social media channels to organisations brands, reputations and customers changing purchasing behaviour (Aula 2010, Hardey 2011, Strategic direction 2012 and Corstjens *et al.* 2012) which is arguably to a greater extent on the agenda of researchers and executives nowadays. With that said has the practices of HR departments also changed with these technological incremental innovations, both locally and internationally. Due to these external changes,

predominantly being the large scalability of members these social media channels possess, has HR departments that have adopted online recruitment strategies faced both difficulties and success.

Online recruitment was predicted to be a significant recruitment method replacing the traditional recruitment method, but this showed not to be in the “revolutionary” way that was predicted (Parry *et al.* 2009). There are as mentioned many “how- to” articles, such as “*Best practices for using social media as a recruitment strategy*” (Madia 2011), “*Getting social with recruitment*” (Doherty 2010), and studies on social media and online recruitment but sparse research on why to use these channels with provided empirical data research to show the advantages and disadvantages (Parry *et al.* 2009). However, there are some issues that are raised and generally accepted as challenges for HR departments, such as confidentiality, security, authentication control, control over practice and equality of access which are preventing this supposed change to happen rapidly (Bartram 2000). Davison *et al.* (2011) also argues the challenges related to the reliability and validity to other relevant characteristics of candidates such as cognitive ability, creativity and person- organization fit. Interestingly has Narisi (2009) cited in Davison *et al.* (2011) actually suggested in contrast to these issues, improved authentication control of candidates on social media channels such as LinkedIn, reason being that “...*current and former colleagues can view and presumably verify or contradict the information*” (Davison *et al.* 2011 p. 4). As mentioned above there are differences between traditional recruitment methods and online recruitment methods where the differences possess the main advantages for online recruitment through social media channels such as LinkedIn. These advantages are, as mentioned; less time consuming, cost-effective, interaction instead of informative, larger audience and segment-focused advertisement of jobs.

HR departments have not only faced dilemmas connected to online recruitment through social media channels but also disciplinary actions, job terminations and unfair screening related to these channels (Davison *et al.* 2011). Screening candidates has been a significant issue related to social media channels considering HR departments use these channels to develop a

“picture” of who they are employing based on what content the candidates share on these channels (Vicknair *et al.* 2010). Nonetheless does Bartram (2000) argue that online recruitment will ultimately replace the traditional “*paper-recruitment*” considering the new generation which social media and internet usage is embedded in their everyday life. Cappeli (2001) also states that with online recruitment processes improving will the competition for employees be more intense where passive or active candidates effectively improve their “employability- brands”. Organisations not participating in these practices could arguably not be able to be part of this competition.

Traditional conceptual definitions of human resource management practices and processes can be described as; “...*selection, performance, appraisal, rewards and development*”, “...*the acquisition, maintenance, motivation and development of human resources*” see Brewster *et al.* (1992) and Frimousse *et al.* (2012) for discussion. There are however more general and “macro” perceptions of HR strategies such as Dashgarzadeh *et al.* (2012) description of the main HR strategies adaptable for organisations in a resource based-view framework which categorises them by the “nature” of different group of jobs; Paternalistic, traditional, collaborative and commitment. To clarify the description better, a simple example of industrial workers with standardised tasks would fall under traditional HR strategy adaptation by the HR department to fit and effectively achieve the set overall strategy of the organisation. Nonetheless with the vast different definitions and descriptions of HR strategies and practices, there has predominantly been agreement on the function of human resource management. That function being that human resource departments develop strategies to utilise the human capital in an organisation which presumably, aligned with the overall business strategy achieves better organisational effectiveness to reach the organisations set goal, vision or mission. As mentioned is recruitment a part of the strategic responsibility HR departments have. Sinclair (2004) illustrates the factors of which HR departments should take in to account to form an effective HR strategy connected to the practices HR departments are responsible for in organisations.

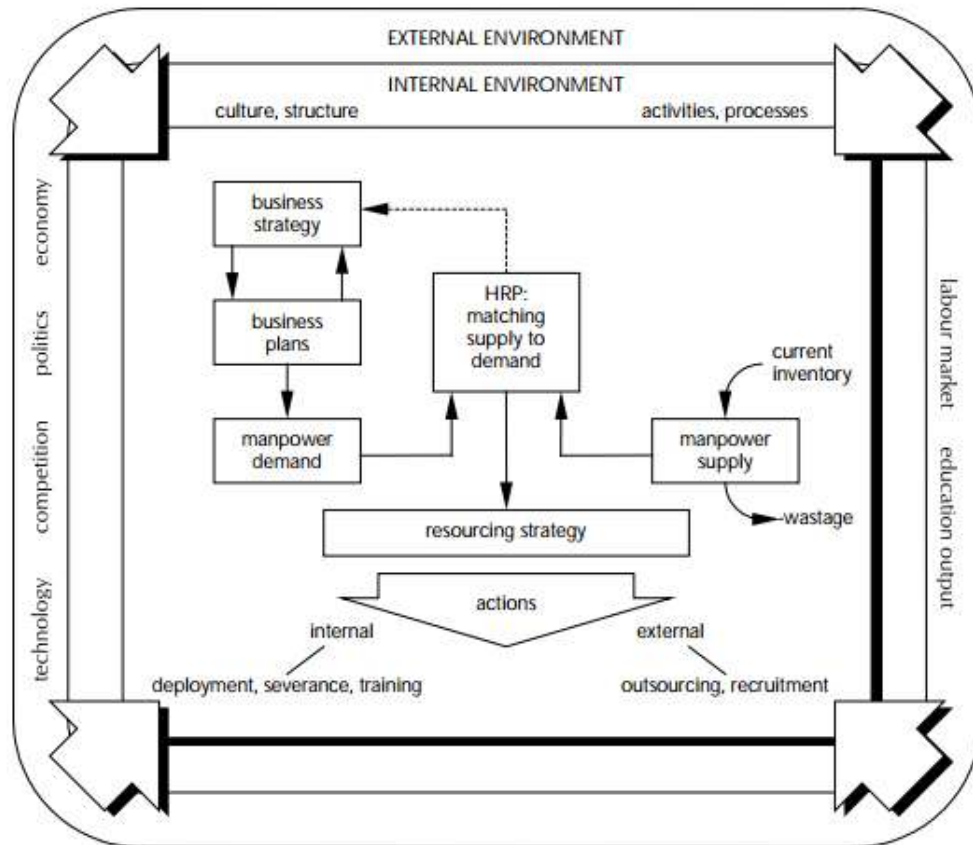


Figure 2: Sinclair (2004 p.11)

Sinclair (2004) simply illustrates the external and internal factors to consider regarding the demand and the supply of candidates which is incorporated to the organisations objectives and strategic goals to form an appropriate HR strategy. This body of literature fits in to the traditional view of HR strategy and recruitment. New research has however questioned many assumptions this literature contains. Othman *et al.* (2000) argues that there is higher complexity connected to this field of study as originally assumed.

Assumptions such as; coherent cultural awareness in organisations (Palthe *et al.* 2003), non- competitive environment amongst stakeholders (Othman *et al.* 2000), rational and linear business strategy process (Othman *et al.* 2000), and transferable “best practice” frameworks (Frimousse *et al.* 2012) are essential views in the established traditional HRM literature. The two main factors to why established traditional HRM strategy literatures view of fit between HR strategy and business strategy is insufficient to underline the correlation to organisational efficiency and success, is firstly the assumption that executive strategy in organisations are established rationally and in a

linear manner. This is apparent in the academic field of management which pioneers such as Mintzberg (1978) argue, that strategic design in organisations is an on- going process and emergent in contrast to linear and rational decision making, however not excluding deliberate strategy at the same time, hence a mixture. The second is related to a shift in the relationship between organisations and employees to a temporary nature, which can produce greater subcultures within an organisation (Palthe *et al.* 2003), again in contrast to the assumption of coherent cultures in organisations. Online recruitment has as mentioned the same principle as a goal as traditional recruitment, but however possess different alternative practices to achieve these goals. By drawing from this new critical research, as discussed above, on HRM strategy and analysis of figure 2 it is safe to assume that online recruitment through social media channel LinkedIn does not possess an empirical foundation. It is neither portrayed as a complex variable for HR functions in organisations. The unveiling of this variable can however contribute to understand the present landscape of online recruitment through social media channels as growing. But divided regarding the advantages, disadvantages, and obviously the complexity it possess for HRM strategic practices.

### Connection?

With LinkedIn closing the gap between international assignments and self-initiated expatriates, which are motivated to assign for these assignments for varies individual (Selmer *et al.* 2011) and organisational (Altman *et al.* 2012) motives, are organisations in a steady move to rely on social media as a channel for recruitment as discussed above. This can be shown by the annual Jobvite (2011) survey conducted, in 2011, a survey on 800 US respondents' related to social media and recruitment, 87% of the respondents answered LinkedIn on the question of which social media they used for recruitment, which is an increase from 2010. 80,2 % answered that they will or are using

social media to support their recruitment efforts (Jobvite 2011). However there are also sceptics of using social media in the recruitment process. Survey conducted by the recruitment firm Robert Half shows that 55% of the asked HR directors think recruitment through social media platforms is ineffective (Chamberlain 2012). Parry *et al.* (2009) research shows that the choices of methods for the recruitment process by organisations are subjective and associated to negative affiliations, not what is most efficient and effective. However the usage of social media is showing gradual growth in the field of recruitment and is related to cost reduction the employment process and finding new channels to locate and attract new talent (Madia 2011). Online recruitment has brought the notion of easier access to passive candidates for recruitment, and obviously active candidates (Davison *et al.* 2011) (passive and active candidates is explained later on). Davison *et al.* (2011), Dekay (2009) and Flanigan (2008) possess similar descriptions of passive candidates as employed individuals that are not actively pursuing to be employed, and active candidates are described as individuals that are unemployed and actively pursuing employment. However there is discussion of how to categorise these individuals, and therefore whether employed individuals on social media channels such as LinkedIn can be portrayed as “truly” passive candidates. Flanigan (2008) argues that internet technology provides recruiters an exceptional increase of candidates and talent to assess. The established view is therefore that internet technology and social media channels provide access to establish contact with passive candidates, who are viewed as attractive stable and well-qualified employees (Davison *et al.* 2011). However does Dekay`s (2009) research indicate that employed LinkedIn members, which are a part of the internet technology described, cannot be portrayed as passive candidates. This is because of the actual membership they possess and the purpose of their work development they state on their profiles. Nonetheless there is a degree of consensus that online recruitment through social media channels has the ability to reach passive and active candidates easier than traditionally. The growth of recruitment through social media could indicate that organisations are becoming more comfortable with using the practice and



the focus on recruitment through these channels is rising. With globalisation and the rapid changing environment organisations operate in, could affect the employee's view of and relations with the organisation. The effect can be evident by the perception employees and employers have of each other (Pate *et al.* 2009). This perception is however evident in the psychological contract between the employee and the employer (Pate *et al.* 2009 and Gerber *et al.* 2012). There is evidence of a shift from long- term relational psychological contracts to short- term transactional psychological contracts (Gerber *et al.* 2012). This is also argued by Pate *et al.* (2009) which describes similar findings that this change for employees include reduced dependency to one organisation and greater focus on their employability traits. This is supported by Ackah *et al.* (2004), which argue that career patterns have changed from the traditional nature where organisations managed employees career development, to "*boundary-less*" careers employees control themselves. With this change related to HR departments recruitment processes and changing environments for organisations could active and passive candidates therefore, with their individual motives and organisational motives for development move to self- initiated expatriation. These intriguing issues, discussions and understandings connected to those factors, are why the presented research question is relevant for HR departments and arguably organisations in general. LinkedIn could, as discussed, be perceived as a tool for HR departments to recruit from an international pool of passive and active candidates. The sites function could therefore presumably create more self- initiated expatriates.

### **Future & implications of these expatriates**

These expatriates could be cost efficient and could possess international tacit (Oguz *et al.* 2011) experience which could benefit organisations with international presence and the desire to obtain that presence. Benefits of this type of expatriation could give a better platform and mind- set of building

individual traits and competencies to become a “*global manager*” which is described by Baruch (2002). However with the understanding that expatriation could give a better platform of making an attempt to develop efficient leaders in a global context, Jokinen (2005) argues that academics have extensive focus on describing and explaining what types of individual competencies leaders and managers should possess. She urges that there should be more focus on organisational structures which could indicate who, where and when to develop and train leaders to become more efficient in an international global context.

This change of the organisational structure could imply both training and development of existing employees, which in turn could be costly for the organisation. Self- initiated expatriates could possess both the international experience and the mind- set that is described to develop efficient “*global leaders*”. Organisation will not stand for this costly development and may benefit from recruiting these expatriates.

Self- initiated expatriation could raise questions and implications regarding cultural differences between nations which is described by Hofstede *et al.* (2010) five dimensions of national cultural differences; *Power distance*, *uncertainty avoidance*, *masculinity vs femininity*, *individualism vs collectivism* and *long term vs short term orientation*. Individual motivated self- initiated expatriates migrating to other nations to work may arguably suffer by the cultural distance between expatriates and subsidiaries that are issued to traditional expatriation. However these expatriates may possess different based motives and open mind- sets to cultural differences to expatriation which could minimise the implications that may occur in traditional expatriation. The notion of organisational loyalty could also be an implication, where self- initiated motives are of an individual nature with employees psychological contracts shift from a more relational contract to a transactional nature (Pate *et al.* 2009 and Gerber *et al.* 2012). This could however be seen as a cost and investment measurement by organisations.

Besides self- initiated expatriates characteristics and motives (Selmer *et al.* 2011 and Altman *et al.* 2012) there is close to none empirical research done

on self-initiated expatriates experiences and the connection the field has to other business areas (see Doherty *et al.* 2013). This lack of empirical research and composite understanding of the field of self-initiated expatriation could affect the discussion made in this research project and should be taken in to consideration when assessing.

## Research methodology

With critically discussing the recent literature of the different fields of which the research question involves, has this research project taken a deductive approach to answer this question (Mantere *et al.* 2013). The reason for adopting a deductive approach is the nature of the research question and subsequently the objectives that are set, which leads to the research philosophy, strategy and methods that are developed (Saunders *et al.* 2009 and Mantere *et al.* 2013). It is therefore important to highlight what this research process is set out to research as stated in the introduction chapter;

*Does closing the gap between jobs and a recruitment potential from a global work-pool by active- and passive -LinkedIn candidates contribute to raise or create new self-initiated expatriates?*

1. *Examine the effects on self-initiated expatriation with increase of international organisations focus on recruitment through social media channel LinkedIn.*
2. *Evaluate the advantages and disadvantages of applying the social media channel LinkedIn as a recruitment tool by HR departments.*
3. *Analyse the implications online recruitment through the social media channel LinkedIn could provide against traditional HRM recruitment strategies.*

### **Research philosophy**

A critical realistic (Chia 2002) epistemological research philosophy, applied in this research, which is underpinned by an ontological subjectivist view based on the nature of the research subject and research objectives (Saunders *et al.* 2009 and Çakir 2012). The nature of the research question which supports the philosophical strategy of this research process comprises of two key aspects, or in other words; paradigms. The first is the opinions and behaviour of social media networking channels users (registered LinkedIn users). The second aspect is of a numeric nature where the correlation of opinions that can be quantified and compared to achieving new knowledge in the set theoretical fields critically discussed in the literature review chapter. To better understand the research design, these two key aspects that the research questions is set to explore can be described by Saunders *et al.* (2009) as an explanatory research process where a situation is studied to explain the relationship between the variables that exist in the literature review. LinkedIn`s active and passive registered candidates in relations with the possibility of increased self- initiated expatriation is therefore the two mentioned variables that are in focus.

### **Method, sampling and distribution**

The research objectives which are developed to explore the research question are examined using a quantitative method (Saunders *et al.* 2009) where respondents of a questionnaire provide pre-programmed answers to questions that illustrate their opinions and affiliations related to the research topic. Therefore, it is possible to explore and analyse the two paradigms mentioned above by applying a questionnaire as the primary strategic method to collect the needed data. Thus, the strategy and design behind the questionnaire are significant and crucial to the validity and reliability of the data collected (Ivie *et al.* 2007).

The questionnaire population (Saunders *et al.* 2009) in this case, are LinkedIn`s passive and active candidates, which in other terms can be seen as all of the individual registered users of LinkedIn. Note that this questionnaire is deliberately excluding the registered organisations which have pages and profiles on LinkedIn. The reason being that this research project is set out to explore the field of self-initiated expatriation related to LinkedIn`s individual active and passive registered members. LinkedIn possess 200 million members in 200 different countries (LinkedIn 2013). Obtaining census (Saunders *et al.* 2009 p. 212) with all the LinkedIn members is neither realistic in terms of time or costs, nor is it the intention of this research project. Applying a probability sampling method (Saunders *et al.* 2009) is therefore not applicable because of the inability to randomly choose a sample size. The inability to choose a random sample size is connected to the nature of the research question which requires a sample frame from the entire LinkedIn active and passive users to choose from. The task of requiring such a list proves to nearly be impossible because of both privacy legislation issues and logistical barriers LinkedIn possess related to this research. Therefore this research will collect primary data with an internet based questionnaire, and apply a non-probability sampling method (Saunders *et al.* 2009). Because a fairly equal distribution of respondents between 18 and 60 is required, the number of respondents needed for this questionnaire is 200 to 300.

This research project will specifically apply a self-selection sampling technique which is described by Saunders *et al.* (2009) as a technique where the researcher advertises the questionnaire in the appropriate media channel. Thus with clear intentions of what is desired by the population to acquire respondents that are willing to participate in the questionnaire. The respondents participate either because of their interest in the research topic or their willingness to contribute to the researchers work (Saunders *et al.* 2009). This can also be seen as one of the limitations, which will be discussed in more detail later.

The questionnaire type that is applied in this research project is self-administrated where respondents complete an internet-mediated questionnaire (Baltar *et al.* 2012) which is distributed on the researchers Facebook, Twitter, LinkedIn pages and various sites/forums related to the research question. The researcher will provide the hyperlink of the questionnaire on the social media networking channel Facebook, Twitter and LinkedIn page and encourage others to also share the hyperlink. This could be categorised as a “snowball sampling” method (Baltar *et al.* 2012), however without the characteristics of attempting to acquire respondents which are “hard to reach”. Note that by applying this technique, the sample will not *statistically* represent nor generalise according to the whole population (Baltar *et al.* 2012). However it can be utilised to obtain a theoretical generalisation (Saunders *et al.* 2009). Baltar *et al.* (2012) discuss that it is not possible to generalise the findings in the analysis by distributing the questionnaire on social media networking channels and internet sites/forums which relate to the research question. This is because of the inability to use a probability method with the sample size acquired by a questionnaire which is not distributed to a specific segment of people or company.



## Design

Before answering those factors listed, it is important to have an understanding of what theoretical platform this questionnaire possesses so that the different variables are to be explored (Saunders *et al.* 2009). As critically reviewed and discussed in the literature review, it is possible to highlight self-initiated expatriation, which is lacking empirical research in the respective field, and passive and active registered candidates of LinkedIn. Hence the research objectives are developed to explore the connection between these two fields. With this in mind the questionnaire will obtain primary data of a heterogeneous sample of respondents and enclose a dependent variable relationship to the research objectives (Saunders *et al.* 2009).

The collected primary data will be cross referenced as a dependent variable relationship to obtain new knowledge of the set research objectives. The questionnaire is however produced on the survey providing service platform Google Docs, where question forms are pre-defined and applied by choosing them from a list. Google docs question options is as follows: text, paragraphed text, multiple choice, checkboxes, choose from a list, scale and grid. These options are described as opinion variables, behavioural variables and attribute variables. These are to be obtained by the nature of closed questions, forced- closed questions which are in turn categorised as following: list questions, category questions, and rating questions (specifically a likert- style rating scale) (Ivie *et al.* 2007; Saunders *et al.* 2009). These question types are illustrated in Appendix A, 1,8 and 19.

List question (Appendix A, 1)

What is your gender? \*

- ☐ Female
- ☐ Male

### Category questions (Appendix A, 8)

**How many days in a week do you log in to your social media networking channel page/profile/site? \***

(Example: If you visit Facebook or LinkedIn 10 times on one day of a week and not anymore times throughout the week. Then your answer should be "1-3 days a week")

- ☐ 1-3 days a week
- ☐ 4-6 days a week
- ☐ Every day of the week
- ☐ I have a page/profile/site but do not log in

### Rating questions (Appendix A, 19)

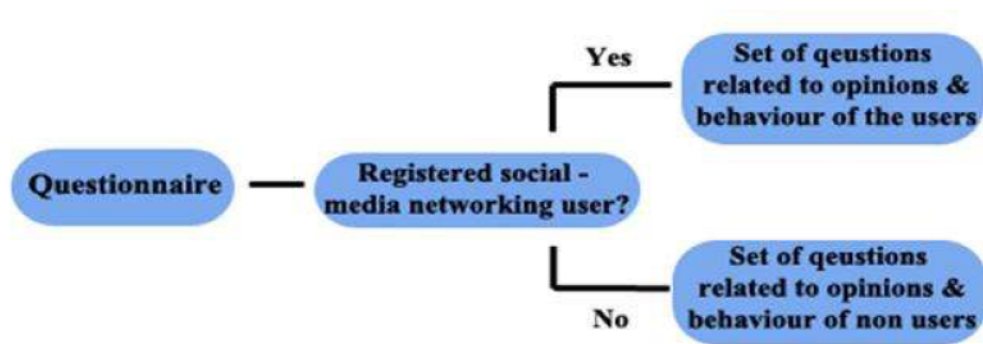
**"If a foreign employer contacted me regarding a job/position abroad, I would apply" \***

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Reaching a specific segment of respondents is not applicable since the population and sample are considered to have a heterogeneous nature. The characteristics have, as mentioned, been discussed in the literature and comprise of two key aspects; self-initiated expatriates and passive and active candidates of LinkedIn. These characteristics are however crucial to cross reference the different variables which are obtained by the different questions listed above. It is also important to note that the questionnaire is divided in two parts. The first part divides all the "social media networking channel registered users" with the "not registered social media networking channel users". Then the respondents that continue to answer questions regarding "social media networking channels" are divided into LinkedIn user and not LinkedIn users. This provides both clarification and segmented data collection where the variables are clearer (Saunders *et al.* 2009), as illustrated below.



Figure 3



### Validity and reliability

There are various ways of approaching validity and reliability, Çakir (2012) describes and discusses validity as evolving and not clearly defined. Saunders *et al.* (2009) describe external validity and internal validity, which can simply be viewed as the research projects ability to generalise the findings to a population (external validity) or generalise it to a specific sample size (internal validity). For the purpose of this research project, the validity and reliability will be discussed through developing questions and statements, referred to as rating questions, to answer the research objectives listed below. These statements and questions are developed through the theoretical background discussed in the literature review. The findings can be viewed as a mixture of external validity and internal validity because of the nature of the questions to examine the research objectives and the design of the questionnaire.

(All the questions and statements mentioned below can be found in appendix A)

Research objectives	Questions
1. <i>Examine the effects on self-initiated expatriation with increase of international organisations focus on recruitment through social media channel LinkedIn.</i>	7, 9, 10, 11, 12, 13, 16, 17, 18, 19, 20, 29, 30, 31, 32, 33, 34
2. <i>Evaluate the advantages and disadvantages of applying the social media channel LinkedIn as a recruitment tool by HR departments.</i>	7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35
3. <i>Analyse the implications online recruitment through the social media channel LinkedIn could provide against traditional HRM recruitment strategies.</i>	7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35

Table 1

Research objective 1: The basis and discussion that there is an increase in organisational focus on social media and recruitment is already established in the literature review. Objective 1 will therefore examine the effects this will have on passive and active job candidates, classified either as self-initiated expatriates or potential self-initiated expatriates. The questions developed to examine this are firstly to establish the frequency of social media networking channel users use of social media during and before their recruitment process. Secondly to establish the correlation between the use and the act of self-initiated expatriation where passive or active candidates would either be recruited or apply for temporary or permanent jobs abroad. It also takes into account the difference between social media networking channel members and non-members. Non-members are provided with similar questions, however with a separate question at the end about their opinion of recruitment and social media networking channels.

Research objective 2: Examining the frequency of social media networking channel users use of social media during and before their recruitment process provides a greater understanding of the advantages and disadvantages HR departments could have by adopting social media as a recruitment tool. The behaviour and opinions users possess regarding privacy, authentication and online recruitment application processes are designed to be evaluated to provide recommendations for HR departments locally and internationally.

Research objective 3: The implications of advantages and disadvantages of applying social media networking channel LinkedIn as a recruitment tool for HR departments, against traditional recruitment processes will be analysed by correlating the frequency of the relevant questions mentioned in the table 1.

The questions and statements that are not mentioned and connected to the research objectives in the table 1 are data to be used to explore possible connections between the research objectives and general affiliations such as age, gender, education, marital status and occupation.

The reliability of this research project is connected to the nature of the questionnaire questions. The nature of the questions are connected to the research objectives and subsequently related to the questions in table 1, which rely on three factors to determine the reliability of the data collected. The three factors in this case are;

- Time limit
- Company specific
- Distribution channel

The questionnaire questions feature a degree of time limit and company specific dependence because of the nature of the questions. For example, question 25 (see appendix A) is based on LinkedIn. This research project depends on the frequency of data from these questions, and also the correlation between them to develop new knowledge. If LinkedIn changes its

privacy settings or layout of members profile pages, the intended meaning of question 25 could be irrelevant if this questionnaire is conducted again in the future. Therefore this questionnaire relies on LinkedIn company policies as they were at the time the questionnaire was designed. However the questions are developed in such a manner to provide similar results if conducted again in the future (based on LinkedIn or a similar company).

The distribution channel is also a significant factor to the reliability of this research project. The reason for this being that the questionnaire is to be distributed through social media networking channels and other internet sites/forums which relates to the research question. There are many factors connected to this type of distribution which affect the reliability of the collected data. Variable factors such as the timing of distribution on social media networking channels and the researcher's encouragement of users to share the questionnaire may affect who and to what extent it is shared. Distribution channels will be discussed in more detail in the limitation section.

### **Limitations and threats**

There are various types of limitations research projects encounter (Gorrell *et al.* (2011); Baltar *et al.* 2012). The limitations of this research project are, to a large extent, influenced by the design and the distribution of the questionnaire. Saunders *et al.* (2009) connect participant/observer error and bias with the questionnaire method. Participant error is described as how participants see the research topic at different times. In this case, privacy setting changes or positive/negative media coverage of LinkedIn would be applicable. Participation bias is a crucial limitation which is considered in the design of the questionnaire. Participants completing this questionnaire, on the researcher's social media networking channel and internet sites/forums related to the topic, could provide answers to what they perceive the researcher would expect them to.

Furthermore Gorrell *et al.* (2011) elaborate the notion of participant bias and describing this as participants reflecting “extrinsic” features to the answers they provide, reason being the design of the questionnaire. This has been taken in to careful consideration where the questionnaire does not explain any of the ideas behind the research in the introduction of the questionnaire. The questions have also been developed in such a way that it is not leading to what the researcher thoughts or ideas of the topic are. The anonymity of the respondents is also taken in to consideration.

## Data analysis

The analysis of this research project is conducted by IBM SPSS Statistics version 20©. The transfer of data from Google Forms to IBM SPSS Statistics version 20©, hereby referred to as SPSS, was done by saving the raw data to local storage displayed in an excel sheet (new xlsx format) in Google Forms. The raw data was saved as an xlsx excel file and transferred by opening SPSS. Note that before exporting the raw data file to SPSS from excel it was necessary to correct the headings in excel where the questions were listed. Because SPSS will not import values that contain symbols, such as; ? and “. All the symbols in the excel file was therefore taken out before following the described actions.

The research objectives have been connected to different questions in the questionnaire as illustrated in table 1. The collected data for each research objective will be analysed related to the questions in table 1 and provide clarification for the research project question.

*Does closing the gap between jobs and a recruitment potential from a global work-pool by active- and passive -LinkedIn candidates contribute to raise or create new self-initiated expatriates?*

There was 221 respondents where 220 respondents was registered members of social media channels such as Facebook, Twitter, LinkedIn, Google+ , Myspace, Hi5, Orkut, Ning and Other. It is therefore interesting to comment and assume that the 1 respondent that is not a registered member of social media networking channels could be the response rate from other sites/forums related to the research question. The respondents are therefore mainly presumed to be in the researcher's social media network which provides limitation and some isolation to how applicable these findings are generalisable. The researcher's high frequency of connections and networks in Norway are therefore prominent and need to be considered while assessing these findings. This is furthermore evident by the number of daily responses illustrated in figure 4 below.

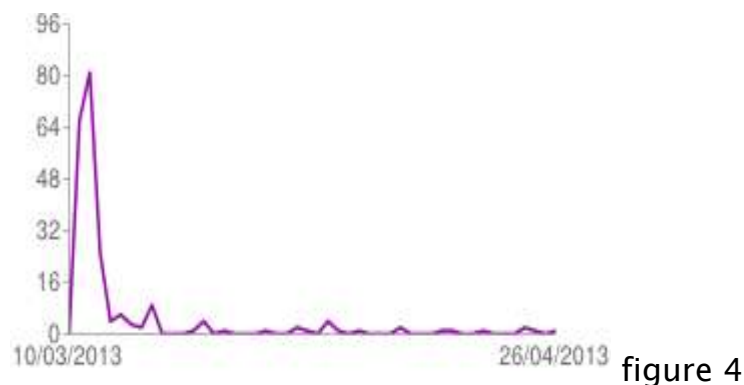
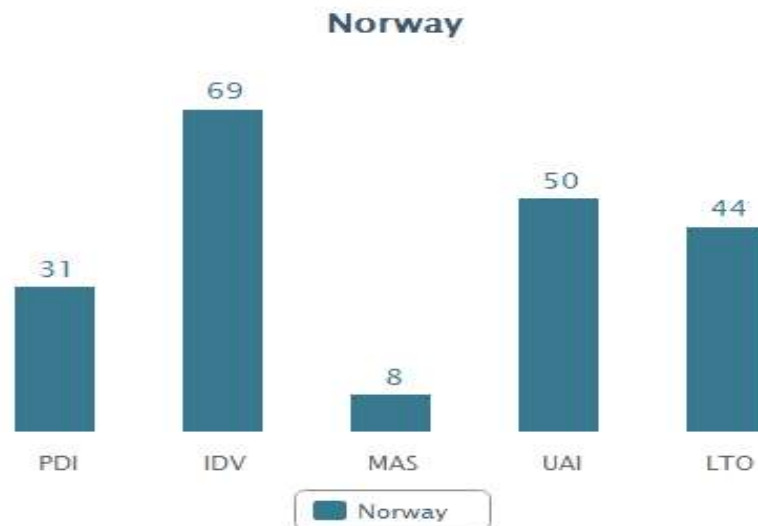


Figure 4 illustrates when the questionnaire was published and distributed and the response rate. The response rate is high when the questionnaire was distributed to the researchers' social media networking channels. The respondents are however anonymous and the assumption of high frequency of Norwegian respondents is based on the nature of the design and distribution of the questionnaire. It is therefore reasonable to place the analysis and findings in to the proper context, before providing recommendations and concluding. Hofstede *et al.* (2010) argued that Norway's cultural dimensions, although heavily stereotypical and criticised for the methodology used in the research it is possible to provide some characteristics to build the right context to assess these findings. Norway's scores (out of a range from 0 to 100) of *individualism (IDV)*, *power distance*



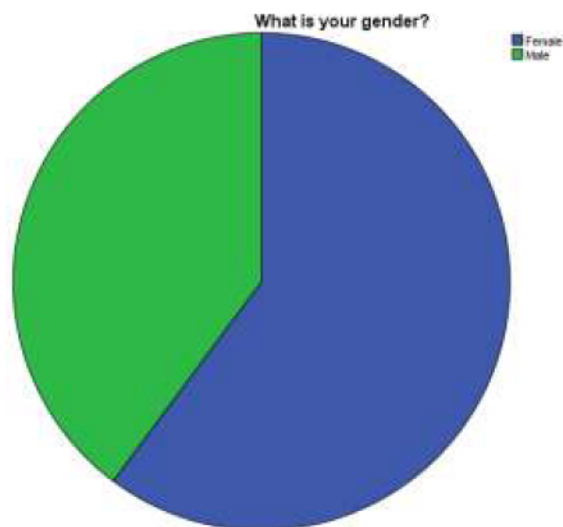
(PDI), Masculinity/femininity (MAS), Uncertainty avoidance (UAI) and Long term orientation (LTO) is as following:



Hofstede *et al.* (2010) (<http://geert-hofstede.com/norway.html>)

These scores are significant because of the high score of *individualism*, low *masculinity* score and low score of *power distance* which can underline and enhance the characteristics of self- initiated expatriates (Selmer *et al.* 2011) regardless of active or passive the candidates may be. High score of *individualism* and low score of *power distance* can indicate lower dependence to the organisation and greater individual focus on success. Low *masculinity* score is also significant to the findings because of the high frequency of respondents being women described later on. Despite that these scores may underline and enhance the characteristics of self- initiated expatriates will the arguably high score of *uncertainty avoidance* be applicable to the general findings of this research project. The reason is that if uncertainty avoidance is an evident factor for Norwegians, would active and passive candidates not self- initiate because of intrinsic factors and not extrinsic.

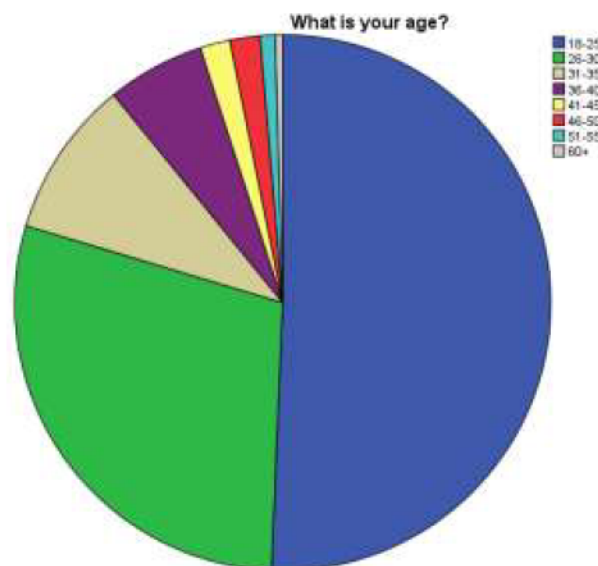
What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	133	60,2	60,2	60,2
	Male	88	39,8	39,8	100,0
	Total	221	100,0	100,0	



Women are represented as approximately 60% of the respondents that answered the research projects questionnaire. Therefore, this will be a note to be recognised throughout the analysis that women are slightly more represented than men and could affect the research question regarding self-initiated expatriation and the gender divide related to it.



What is your age?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18- 25	112	50,7	50,7	50,7
	26- 30	64	29,0	29,0	79,6
	31- 35	21	9,5	9,5	89,1
	36- 40	13	5,9	5,9	95,0
	41- 45	4	1,8	1,8	96,8
	46- 50	4	1,8	1,8	98,6
	51- 55	2	,9	,9	99,5
	60+	1	,5	,5	100,0
	Total	221	100,0	100,0	



Approximately 50% of the respondents were aged 18 to 25 which represent the majority of respondents followed by respondents aged 26 to 30 with 29% of the answers. This is significant to the findings throughout the analysis reason being the consistent assumption in the theoretical field of self-initiated expatriation were its characteristics (Selmer *et al.* 2011) are connected to younger people.

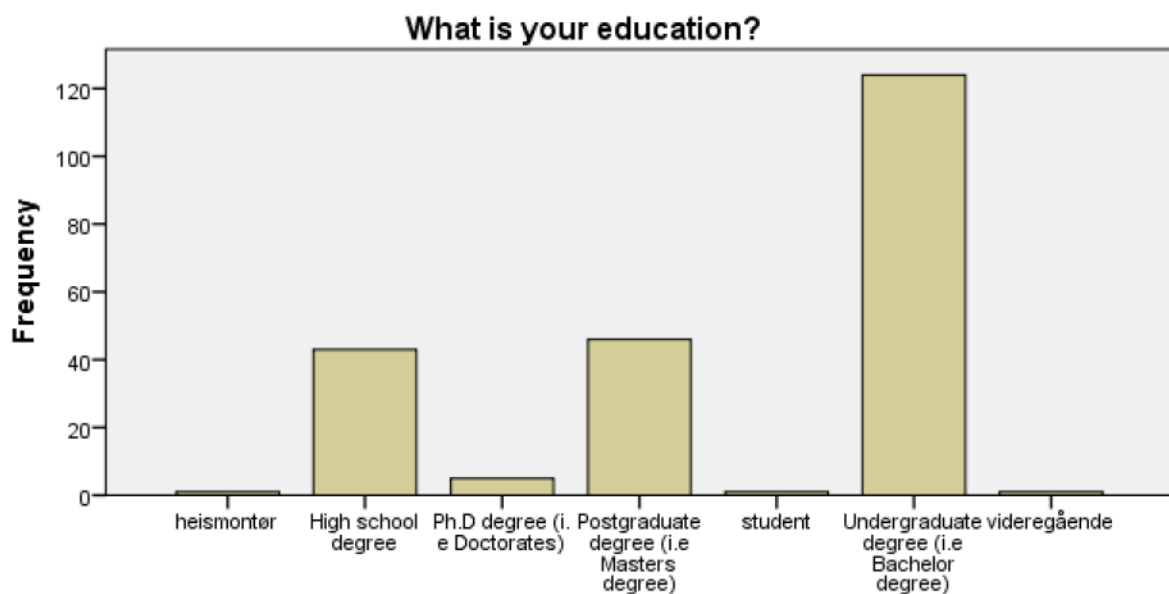
What is your current occupation relation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entrepreneur in home country (owner of own business in the country I am citizen of)	11	5,0	5,0	5,0
	Expatriate (employed in the country I am citizen of, assigned to foreign country)	8	3,6	3,6	8,6
	Foreign expatriate (NOT employed in the country I am citizen of, assigned to foreign country)	1	,5	,5	9,0
	Freelance	1	,5	,5	9,5
	Not sure what alternative is correct here, I work in the country I am citizen of (Norway), I am an Kongsberg employee (Norway), but the company is American.	1	,5	,5	10,0
	on disability	1	,5	,5	10,4
	parental leave	1	,5	,5	10,9
	Pension	1	,5	,5	11,3
	retired	1	,5	,5	11,8
	Student	87	39,4	39,4	51,1
	student/employee for H&M	1	,5	,5	51,6
	Unemployed	6	2,7	2,7	54,3
	working abroad and student	1	,5	,5	54,8
	Working abroad with foreign employer (job which is NOT in the country I am citizen of)	8	3,6	3,6	58,4
	Working in home country with local employer (job which is in the country I am citizen of)	92	41,6	41,6	100,0
	Total	221	100,0	100,0	

It is apparent that “*Working in home country with local employer (job which is in the country I am citizen of)*” and “*Student*” features the highest frequency. These results are also apparent in the theoretical field of self- initiated expatriation where these frequent categories are connected to younger people (Selmer *et al.* 2011). Characteristics such as the need of *life change*, *career development* and *adventure* of self- initiated expatriation are furthermore also evident.

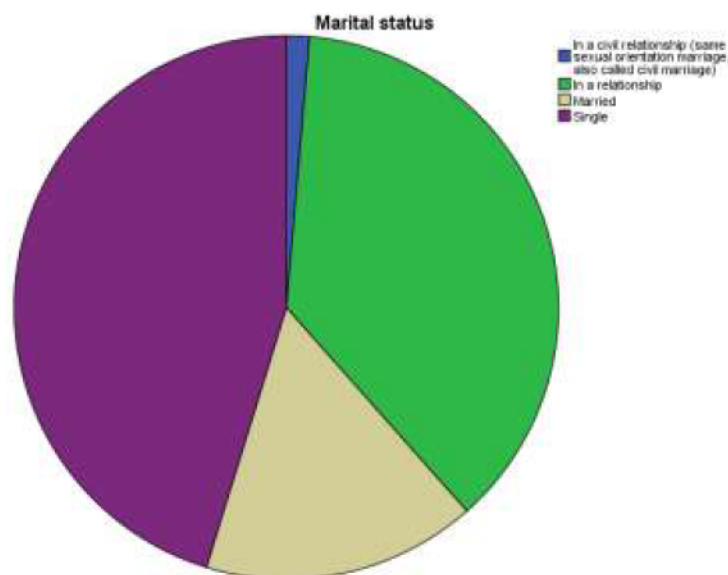
What is your education?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Heismontør*	1	,5	,5	,5
	High school degree	43	19,5	19,5	19,9
	PhD degree (i.e Doctorates)	5	2,3	2,3	22,2
	Postgraduate degree (i.e Masters degree)	46	20,8	20,8	43,0
	student	1	,5	,5	43,4
	Undergraduate degree (i.e Bachelor degree)	124	56,1	56,1	99,5
	Videregående*	1	,5	,5	100,0
	Total	221	100,0	100,0	

*\*Heistmontør translates from Norwegian to lift installer and videregående to high school.*



It is apparent that undergraduate is the answer with the highest frequency which comprises approximately 56% of all the answers. This result is connected to the highest frequency in the 18 to 25 age group; hence, also shares the connection to the theoretical field of self- initiated expatriation.

		Marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	In a civil relationship (same sexual orientation marriage, also called civil marriage)	3	1,4	1,4	1,4
	In a relationship	82	37,1	37,1	38,5
	Married	36	16,3	16,3	54,8
	Single	100	45,2	45,2	100,0
	Total	221	100,0	100,0	



This question is significant for this research project because of the interesting correlation and connection marital status could possess with self-initiated expatriation. It is also significant to analyse if active and passive candidates that are “*married*”, “*in a civil marriage*” or “*in a relationship*” would self- expatriate in the same way as “*single*” candidates do. Because the theoretical assumption is that “*single*” candidates self- expatriate in a higher rate. This correlation will be presented later on.

Are you a registered user of a social media networking site?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	,5	,5	,5
	Yes	220	99,5	99,5	100,0
	Total	221	100,0	100,0	

220 out of 221 respondents are registered users of a social media networking channel. This high rate of frequency is due to the methodological limitations, which has been discussed in the methodology chapter.

Before analysing the research objectives according to the cross referencing table 1, it was necessary to recode some of the data in SPSS because the raw data input from the excel sheet decoded non numeric questions to string variables. In order to correlate the different questions into bivariate Pearson correlation coefficients tables, to display the different correlation scores, the string variables were automatically re- coded to numeric values. This was done by the following actions: Transform (tab) → Automatic recode → choose the string variables → rename to new names → Ok

After the automatic recoding of the string questions, there was a need to correct some incorrect automatic given values. For example, there was some 'yes' and 'no' questions which were given an extra value, this extra value was deleted and they were given the correct values of 1 and 2 respectively.

Table 1 connects the different questions to the respected research objective in order to conduct the analysis, however not all of the questions are brought in to the correlation analysis because the above frequencies should be noted as a constant to the findings.

**Research question 1: *Examine the effects on self- initiated expatriation with increase of international organisations focus on recruitment through social media channel LinkedIn.***

The indication of increase of international organisations focus on recruitment through social media networking channel LinkedIn is discussed and evident in the literature review chapter. The theoretical assumption of young age and

self- initiated expatriation will therefore be a basis to establish a context to further examine the effect this increase could provide.

The highest frequency of age in this questionnaire is 18 to 25 which provides the foundation for the theoretical assumption that self- initiated expatriates are younger. The frequency of respondents *considering or have considered applying for jobs/positions abroad in the future* (found in appendix A, 12) was above average where 134 respondents answered *yes* and 86 answered *no*. The bivariate Pearson correlation coefficients function in SPSS was used to compare these variables to see if there is a connection between younger age and the consideration to apply for jobs/positions abroad in the future.

Correlations			
		What is your age	Have you considered/ are you considering in the future to apply for jobs/positions abroad
What is your age	Pearson Correlation	1	<b>- ,278**</b>
	Sig. (2- tailed)		,000
	N*	221	220
Have you considered/ are you considering in the future to apply for jobs/positions abroad	Pearson Correlation	<b>- ,278**</b>	1
	Sig. (2- tailed)	,000	
	N*	220	220

\*\*. Correlation is significant at the 0.01 level (2- tailed).

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

We can therefore use the correlation score of - 0,278 (highlighted) and establish that the higher value *age* becomes, the lower the consideration of *applying for jobs/positions abroad in the future* gets. This finding is notably limited because of the under- representation of respondents over 25. This does however establish the correlation of younger respondents and the wish to apply for jobs/positions abroad in the future. The respondents were later on asked if a permanent/temporary job or position were available, would the



respondent apply (refereeing to appendix A, questions; 32 and 33). The same correlation with age is applied and is illustrated below:

		Correlations		
		What is your age	If there was a permanent job/position available by a employer abroad, I would apply	If there was a temporary job/position/project available by a employer abroad, I would apply
What is your age	Pearson Correlation	1	-,099	-,113
	Sig. (2- tailed)		,143	,095
	N*	221	220	220
If there was a permanent job/position available by a employer abroad, I would apply	Pearson Correlation	-,099	1	,555"
	Sig. (2- tailed)	,143		,000
	N*	220	220	220
If there was a temporary job/position/project available by a employer abroad, I would apply	Pearson Correlation	-,113	,555"	1
	Sig. (2- tailed)	,095	,000	
	N*	220	220	220

\*\* Correlation is significant at the 0.01 level (2- tailed).

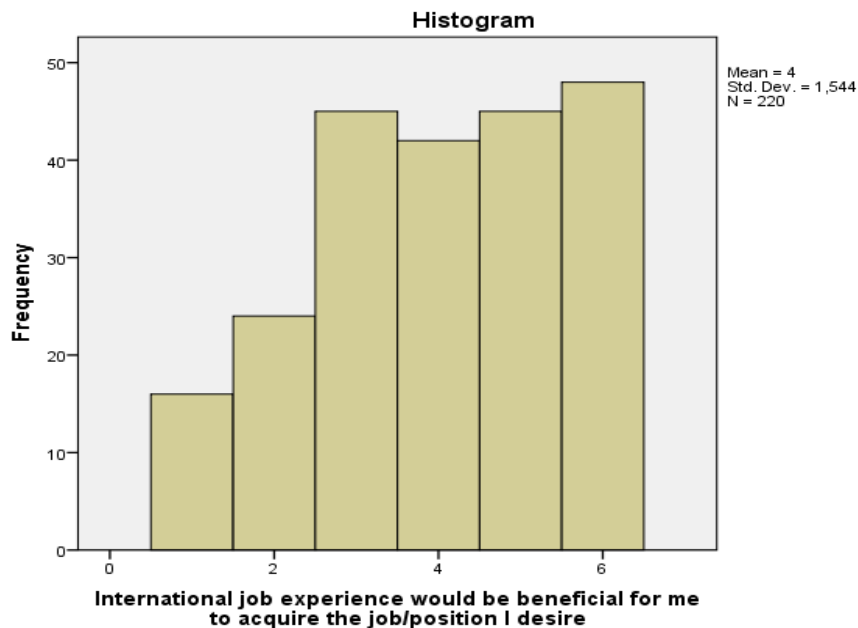
\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

This finding shows contrary to the previous correlation, with scores of - 0,099 and - 0,113 that the high frequency age of younger respondents are currently “less” interested to self- expatriate than in the future with the score of - 0,278.

The scores are, however, not too different but they do make a significant divide with the future wish to self- expatriate and the present condition. Again, this can relate to the balanced score of uncertainty avoidance Hofstede *et al.* (2010) allocated for Norwegians of 50 out of 100.

It is also significant to point out that there was “more” acceptance for temporary jobs/positions than permanent ones. The correlation regarding the wish to self- expatriate in the future is furthermore evident in the findings

of the question if *international experience is beneficial to acquire the job/position that is desired* by the respondent, which is illustrated below.



The histogram illustrates that the higher values possess higher frequency which in turn indicates that the wish of future self- initiated expatriation is evident. The respondents wish to apply for jobs/positions abroad is not the only variable to be analysed. LinkedIn and the increase of international organisations focus on online recruitment have made organisations able to assess passive and active candidates from an international work pool. The rating question “*if a foreign employer contacted you regarding a job/position abroad would you apply?*” is also a significant factor to examine and furthermore determine if the respondent was contacted instead of applying would matter to self- initiated expatriation.

The frequency of this question is illustrated bellow and shows a higher frequency in the higher values than the previously discussed questions. Higher value frequency means that the respondent agrees more with the rating statement made, which are the values ranging from 1 to 6 where 1 state *strongly disagree* and 6 state *strongly agree*.



**“If a foreign employer contacted me regarding a job/position abroad, I would apply”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	10,0	10,0	10,0
	2	30	13,6	13,6	23,6
	3	37	16,7	16,8	40,5
	4	43	19,5	19,5	60,0
	5	<b>56</b>	25,3	25,5	85,5
	6	32	14,5	14,5	100,0
	Total	220	99,5	100,0	
Missing*	System	1	,5		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

The value 5 has the highest frequency closely followed by the value 4 which indicates that the respondents would be “more acceptable” for a job/position abroad if the employer found them instead of applying themselves for jobs/positions abroad.

Gender difference is an interesting factor to assess after analysing these factors that affect self- initiated expatriation with international organisations focus on online recruitment methods such as LinkedIn. Women have a higher frequency of gender and the gender variable is correlated to the question if *applying for jobs/positions abroad in the future* is an option to examine if gender is a factor that effects self- initiated expatriation with the increase of online recruitment.

### Correlations

		What is your gender	Have you considered/ are you considering in the future to apply for jobs/positions abroad
What is your gender	Pearson Correlation	1	,084
	Sig. (2- tailed)		,216
	N*	221	220
Have you considered/ are you considering in the future to apply for jobs/positions abroad	Pearson Correlation	,084	1
	Sig. (2- tailed)	,216	
	N**	220	220

\*221 respondents answered the gender question

\*\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

The score 0,084 indicates that the correlation between higher frequency of women is low and gender difference is not a significant factor to the question of the effects this has on self- initiated expatriation.

The findings can be summarised in these main bullet points:

- Younger respondents wish to apply for jobs/positions abroad in the future is evident, they are however “less” interested to apply for jobs/positions abroad in the present moment.
- Respondents were “more acceptable” to work abroad if a foreign employer recruited them instead of them applying themselves.
- Gender difference is not a factor that effects self- initiated expatriation related to the increase of online recruitment methods used by international organisations.

The increase of online recruitment through social media networking channels, such as LinkedIn, is apparent. These main points illustrate the findings that determine the effects this increase has had on active and passive self- initiated expatriate candidates.

**Research question 2: *Evaluate the advantages and disadvantages of applying the social media channel LinkedIn as a recruitment tool by HR departments.***

The literature review chapter discusses HR departments' main disadvantages and advantages of applying the social media networking channel LinkedIn as a recruitment tool. Main disadvantages discussed were authentication control, disciplinary actions and equality of access. Main advantages were related to improvements and organisational advantages in the recruitment process, such as less time consuming, cost- effective, reaching a larger audience and segment- focused job advertisement. The disadvantages found in the theory were targeting factors relating to the applicants viewed by organisations (HR departments) and the advantages were targeting internal organisational factors. With the advantages possessing an organisational nature, the disadvantages connected to the applicants will be analysed to evaluate the advantages and disadvantages by applying LinkedIn as an online recruitment tool by HR departments for passive and active candidates. These findings will therefore provide clarifications for the recommendations given to HR departments.

Authentication control of registered users of social media networking channels such as LinkedIn has been one of the main disadvantages the theoretical field has presented for HR departments in organisations. Contrary to the established view of this disadvantage, Davison *et al.* (2011) interestingly describes improved authentication control because of the users' connections to former or current colleagues.

**The information I provide on my LinkedIn online resume is authentic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	,5	,8	,8
	2	3	1,4	2,4	3,2
	3	12	5,4	9,6	12,8
	4	6	2,7	4,8	17,6
	5	18	8,1	14,4	32,0
	6	<b>85</b>	38,5	68,0	100,0
	Total	*125	56,6	100,0	
Missing	System	**96	43,4		
Total		221	100,0		

\*125 respondents answered this question in total, because not all of the respondents were LinkedIn users.

\*96 respondents were not LinkedIn registered users.

The highest value 6 contains the highest frequency which means that 85 respondents out of 125 chose the highest value 6 as their answer. This finding questions the theoretical assumption that authentication control is a significant problem for HR departments as indicated by Davison *et al.* (2011). It is reminded that this questionnaire is anonymous and that the term authenticity should clearly be described. Falsely claiming to have worked for a company when, in reality, you have not, is regarded as false authenticity. This finding will therefore indicate that registered passive and active candidates on LinkedIn do not lie on their page/profile, as they presumably would not have done on their resumes either.

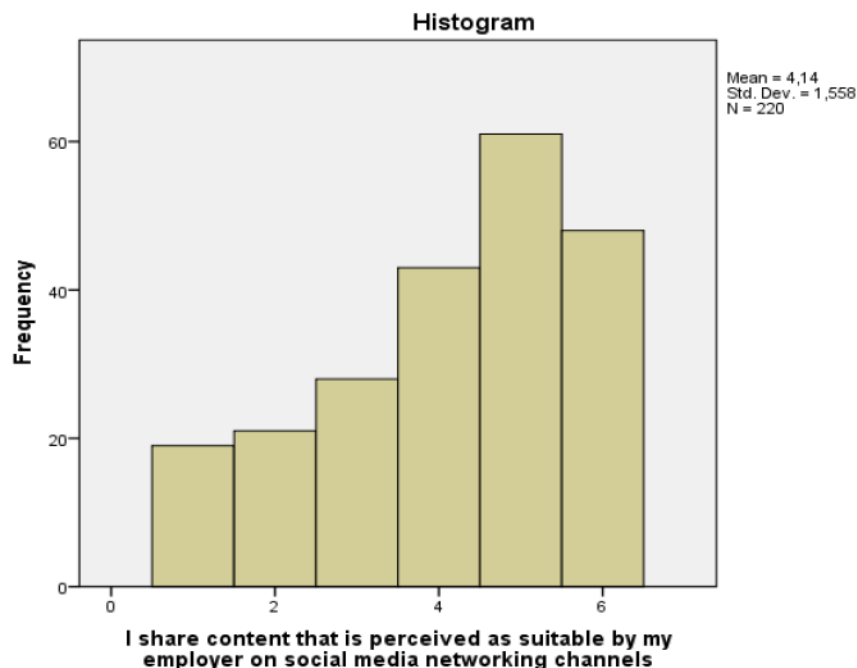
HR departments in organisations encounter new forms of disciplinary actions of employees, because of social media networking channels. Employees' opinions or comments on the organisations operations, products, services or colleagues shared on social media networking channels can possess difficulties. For example, a content shared by the employee might not be "appropriate" to share with others and this could affect the organisation in a negative way. The respondents were therefore asked the question if *they share content that is perceived as suitable by their employer*, to evaluate the disadvantage this may possess for HR departments.

I share content that is perceived as suitable by my employer on social media  
networking channels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	8,6	8,6	8,6
	2	21	9,5	9,5	18,2
	3	28	12,7	12,7	30,9
	4	43	19,5	19,5	50,5
	5	<b>61</b>	27,6	27,7	78,2
	6	<b>48</b>	21,7	21,8	100,0
	Total	220	99,5	100,0	
Missing*	System	1	,5		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

The highest frequency on this question is the value 5 with the score of 61 (highlighted) which is closely followed by the value 6 with the score of 48 (highlighted). The high value frequency rate of this question indicates that the majority of respondents share non-organisational sensitive content on their social media networking channels which could result in disciplinary actions by HR departments. This finding is better illustrated in the following histogram;



The equality of access to job/position descriptions for active and passive candidates is also a factor which is perceived as a disadvantage for HR departments in the literature review. The disadvantage relates to if suitable applicants for a job/position are not a registered user of a social media networking channel which advertise that specific job/position. Therefore, the question was if respondents find *jobs/positions only advertised through LinkedIn, as a disadvantage for non-registered user* (found in appendix A, question 26) asked.

By only advertising jobs/positions on the social media networking channel LinkedIn provides non registered users disadvantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	1,8	3,3	3,3
	2	10	4,5	8,2	11,5
	3	29	13,1	23,8	35,2
	4	34	15,4	27,9	63,1
	5	30	13,6	24,6	87,7
	6	15	6,8	12,3	100,0
	Total	122	55,2	100,0	
Missing*	System	99	44,8		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

Higher values 3, 4 and 5 possessed higher frequency which indicates that the findings of this question illustrates that HR departments can portray “less” equality in the applications process as a disadvantage. This disadvantage can apply both for the possible applicant and the organisations advertising the job/position.

The findings of high frequency of respondents answering that the information they provide on LinkedIn is authentic is tested against the correlation it may possess with their education, age and gender. This is done to evaluate if higher education, higher age or gender differences provide answers to why the authenticity question have acquired high value scores.



Correlations		What is your age	What is your gender	What is your education	The information I provide on my LinkedIn online resume is authentic
What is your age	Pearson Correlation	1	,067	-,043	-,092
	Sig. (2- tailed)		,322	,523	,308
	N*	221	221	221	125
What is your gender	Pearson Correlation	,067	1	-,102	,003
	Sig. (2- tailed)	,322		,129	,977
	N*	221	221	221	125
What is your education	Pearson Correlation	-,043	-,102	1	,245**
	Sig. (2- tailed)	,523	,129		,006
	N*	221	221	221	125
The information I provide on my LinkedIn online resume is authentic	Pearson Correlation	<b>-,092</b>	<b>,003</b>	<b>,245**</b>	1
	Sig. (2- tailed)	,308	,977	,006	
	N***	125	125	125	125

\*\* Correlation is significant at the 0.01 level (2- tailed).

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

\*\*\*125 respondents answered this question in total, because not all of the respondents were LinkedIn users.

The score of 0,245 indicates that the correlation between education and authenticity variables is not evidently “very” strong. Higher education does however possess a small correlation to authenticity of information provided by LinkedIn registered users, but not significant enough to insinuate a clear connection. The score of - 0,092 indicates a low correlation between age and authenticity. Low correlation between gender difference and authenticity is also evident. These affiliation variables are therefore, not significant to why a high value rate of authenticity has occurred.

The question if respondents *share content perceived suitable by their employer* is also analysed to evaluate the possible correlations between age and gender. The scores highlighted below indicate low correlation of between age, scoring 0,061, and gender scoring - 0,078 which means that these variables are not a factor to affect the high value frequency rate of the mentioned rating question.

### Correlations

		What is your age	What is your gender	I share content that is perceived as suitable by my employer on social media networking channels
What is your age	Pearson Correlation	1	,067	,061
	Sig. (2- tailed)		,322	,368
	N	221	221	220
What is your gender	Pearson Correlation	,067	1	-,078
	Sig. (2- tailed)	,322		,252
	N	221	221	220
I share content that is perceived as suitable by my employer on social media networking channels	Pearson Correlation	<b>,061</b>	<b>-,078</b>	1
	Sig. (2- tailed)	,368	,252	
	N*	220	220	220

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

These findings was furthermore followed up by asking if registered LinkedIn members *would connect to someone they would not connect with on other social media networking channels (such as Facebook)*. This question is examined to evaluate the usage of LinkedIn as a recruitment tool for HR departments.

### Would you have someone as a connection on LinkedIn which you would not have on other social media networking channels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	94	42,5	42,7	42,7
	No	22	10,0	10,0	52,7
	Yes	<b>104</b>	47,1	47,3	100,0
	Total	220	99,5	100,0	
Missing*	System	1	,5		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user



The highlighted frequency of 104 indicates that it is significant enough high score to imply that LinkedIn users connect with people they usually do not connect with on other social media sites. Respondents do however share non-organisational sensitive content on LinkedIn which could imply the reason for the high frequency of this question.

The findings can be summarised in these main bullet points:

- The authenticity of the information LinkedIn registered passive and active candidates provide on their page/profile, contrary to the theoretical assumption, is high.
- “Sensitive” organisational content would not be shared by the majority of the respondents which decreases the disadvantages it possesses for HR departments.
- Equality in the application process is a factor for applicants if HR departments only advertise their jobs/positions on LinkedIn. Therefore, respondents perceive HR departments’ jobs postings on LinkedIn only as a disadvantage.
- Registered LinkedIn users connect with people on LinkedIn, they usually would not connect with on other social media networking sites.
- Age, gender and education are factors that do not correlate with the findings done for this research objective.

**Research question 3: *Analyse the implications online recruitment through the social media channel LinkedIn could provide against traditional HRM recruitment strategies.***

It is apparent in the literature review that online recruitment through LinkedIn can possess some implications against traditional recruitment

strategies. Screening, assessing creativity and the increase of organisations focus on social media networking channels are the main theoretical factors that can determine the implications.

**My social media networking channel page/profile/site portrays how I  
portray myself as an individual**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	,9	,9	,9
	2	15	6,8	6,8	7,7
	3	44	19,9	20,0	27,7
	4	<b>60</b>	27,1	27,3	55,0
	5	<b>71</b>	32,1	32,3	87,3
	6	28	12,7	12,7	100,0
	Total	220	99,5	100,0	
Missing*	System	1	,5		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user.

The highest frequency score of 71 contains the high value of 5, closely followed by the frequency score of 60 with the value of 4. These frequency rates indicate that the information respondents provide on their page/profile on social media, such as LinkedIn, fairly portrays how they portray themselves as individuals.

**LinkedIn portrays only my professional life and not my private**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	1,8	3,2	3,2
	2	3	1,4	2,4	5,6
	3	8	3,6	6,4	12,0
	4	12	5,4	9,6	21,6
	5	39	17,6	31,2	52,8
	6	<b>59</b>	26,7	47,2	100,0
	Total	125*	56,6	100,0	
Missing*	System	96	43,4		
Total		221	100,0		

\*125 respondents answered this question in total, because not all of the respondents were LinkedIn users.

The high frequency score of 59 (highlighted) choosing the value 6, indicates that respondents only use LinkedIn in a professional matter. Connecting this finding with the finding of question 3 (see appendix A) provides evidence that the respondents professional life is fairly portrayed, rather than their private.

The findings related to these variables are used as a response to the theoretical assumption of screening difficulties, where organisations face difficulties determining “who” the applicant really is. This connection is also relevant to the disadvantage the theoretical field provide regarding creativity assessment of applicants as well. These findings question therefore the theoretical assumption of disadvantages of screening and assessing creativity of candidates using online recruitment through LinkedIn against traditional recruitment methods.

Respondents` opinion of privacy settings is analysed next. The reason for this is to determine the significance of privacy settings for respondents, hence to evaluate the implications on online recruitment through LinkedIn for HR departments.

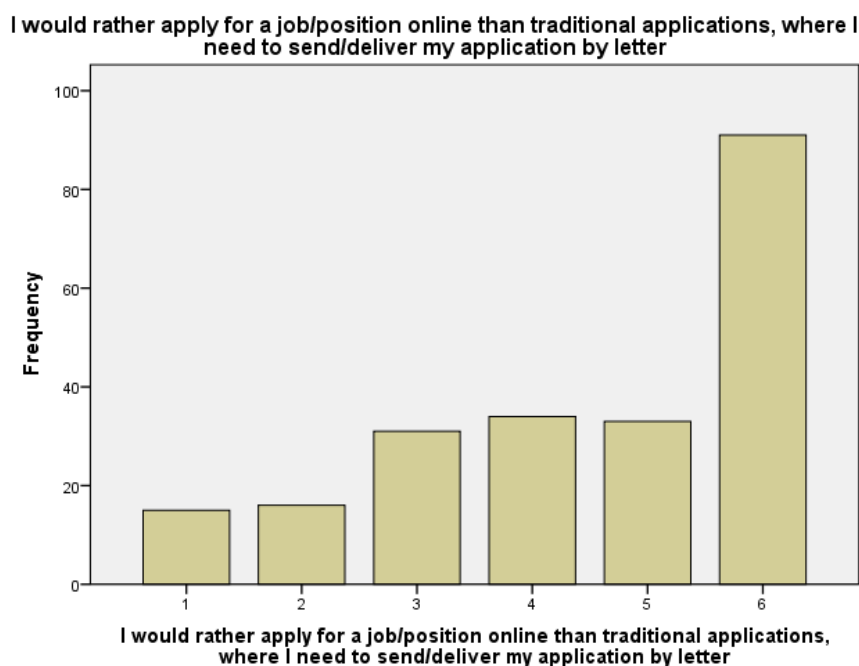
Privacy settings on social media networking channels are not important					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	<b>156</b>	70,6	70,9	70,9
	2	31	14,0	14,1	85,0
	3	13	5,9	5,9	90,9
	4	3	1,4	1,4	92,3
	5	8	3,6	3,6	95,9
	6	9	4,1	4,1	100,0
	Total	220	99,5	100,0	
Missing*	System	1	,5		
Total		221	100,0		

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

The frequency score of 156 respondents choosing the value 1 indicates that they strongly find privacy settings on LinkedIn as an important factor for

their membership. This factor is not present in traditional recruitment methods and can therefore be assessed as an implication for HR departments using online recruitment through LinkedIn.

The respondents were finally asked if they preferred applying for jobs/positions online instead of applying through traditional application methods. This provided compelling findings related to the implications online recruitment through LinkedIn could provide against traditional recruitment strategies. The findings in the table are illustrated below:



The value 6 with a frequency of 91 is the highest value answered by the respondents. 41,2% of the respondents preferred online application over traditional application methods. The high frequency rate indicates that LinkedIn could be an important tool for organisations regarding recruitment process.

After assessing this high frequency, it is relevant to correlate the finding with the different affiliation variables such as age, gender and education to find out if these variables are significant factors HR departments need to take in to consideration.

### Correlations

		What is your age	What is your gender	What is your education	I would rather apply for a job/position online than traditional applications, where I need to send/deliver my application by letter
What is your age	Pearson Correlation	1	,067	-,043	,017
	Sig. (2- tailed)		,322	,523	,805
	N	221	221	221	220
What is your gender	Pearson Correlation	,067	1	-,102	,036
	Sig. (2- tailed)	,322		,129	,600
	N	221	221	221	220
What is your education	Pearson Correlation	-,043	-,102	1	,087
	Sig. (2- tailed)	,523	,129		,199
	N	221	221	221	220
I would rather apply for a job/position online than traditional applications, where I need to send/deliver my application by letter	Pearson Correlation	<b>,017</b>	<b>,036</b>	<b>,087</b>	1
	Sig. (2- tailed)	,805	,600	,199	
	N	220	220	220	220

\*There is 220 respondent and missing 1 because of the 1 respondent that is not a social media networking user

By assessing the scores, that are highlighted, it can be seen that there is low correlation between the affiliation variables to the preference of online recruitment over traditional recruitment methods.

The findings can be summarised in these main bullet points:

- Respondents information on their LinkedIn page/profile accurately portrays their professional life which questions the theoretical assumption difficulties of screening and assessing the creativity of applicants

- Privacy settings on LinkedIn are strongly significant for the respondents, which is an implication for HR departments regarding online recruitment through LinkedIn.
- Respondents, regardless of age, gender, and education, prefer to apply for jobs/positions online over traditional recruitment methods.

## Conclusion

The rapid growth of social media networking channel members from the year 2003 is evident. The interest and growth of these channels has naturally caught the interest of organisations more than ever. This also includes organisations recruitment processes. Traditional recruitment methods have therefore been challenged by organisations greater presence on social media networking channels. LinkedIn provides their members the ability to apply for any job/position they desire anywhere in the world. LinkedIn also provides members the possibility to have a more interactive CV online, where members that are connected with each other can recommend one another. By providing these services and opportunities worldwide to active and passive job candidates, the possibility for self- initiated expatriation increases.

Self- initiated expatriate characteristics are important factors to consider when interpreting the findings in this research project. The findings show that younger passive and active candidates, regardless of gender, wish to self- expatriate in the future which is consistent with the theoretical characteristics described for self- initiated expatriates. Passive and active candidates would however be more acceptable to work abroad if employers recruited them. These compelling findings indicate that the services and the connections LinkedIn provides to organisations and its members worldwide give active and passive job hunters the possibility of self- initiated

expatriation. The increased focus on social media networking channels by organisations would therefore arguably contribute to increase passive and active candidates' self-initiated expatriation.

HR departments online recruitment methods through LinkedIn which challenges traditional recruitment methods, generates advantages and disadvantages for organisations HR departments and members of social media networking channels. The increase of self-initiated expatriation depends therefore on these advantages and disadvantages HR departments face. The organisational advantages of online recruitment on LinkedIn in comparison to traditional recruitment are; less time consuming, enables interaction with candidates, cost-efficient, potential to reach a larger audience and segment specific advertisement. The main disadvantages are however not connected to the organisations but the form and conduct of online recruitment methods. Disadvantages can be stated as follows; authentication control, assessing and screening candidates and equality of access.

One of the biggest concerns for online recruiters is the authenticity of the information provided by active and passive candidates on LinkedIn. The findings of this research project indicate contrary to the theory that LinkedIn users do provide authentic information regarding education, job experience, projects and etc. LinkedIn members expressed high authenticity of their information on their page/profile. The assessment of passive and active candidates' cognitive ability and creativity has also been expressed in the theory as a significant disadvantage. The authenticity of the information is not sufficient enough to assess these factors. The findings, do however find that LinkedIn members state that their page/profile accurately presents how they portray themselves as individuals. This does then apply to the described disadvantages of assessments for HR departments. LinkedIn members do, however make a clear distinction between their profile page showing their professional life and not their private. This fact does illustrate and highlight the need for greater research done on how passive and active candidates present their cognitive ability and creativity on social media networking channels to determine the mentioned disadvantages. The other disadvantage

for passive and active candidates related to the HR online recruitment process is the equality of access to advertised jobs/position. Despite online recruitment methods possessing an advantage of segment- focused job/position advertisement, the method could create a disadvantage for non-LinkedIn members by only advertising on LinkedIn. This can also limit the talent potential for the “best candidate” for the job/position advertised. The findings do provide the same theoretical indication made on the equality of access to jobs/positions only advertised on LinkedIn as a general disadvantage for the recruitment process.

International organisations focus more and more on social media networking channels and the large growth in members will provide implications against traditional HRM recruitment strategies. The advantages and disadvantages discussed do obviously also provide implications for traditional HRM strategies. Organisations can however change and include online recruitment through LinkedIn as part of the overall recruitment strategy. This change can provide increase in the supply and demand of the recruitment strategy as well as increasing the possibility of supplying international applicants. The nature of the demand of employees can change with the supply because if international organisations easily tap into a world- wide pool of applicants, it is possible that the standard of applicants will be higher than otherwise. This research project found a compelling high frequency of answers that prefer to apply for jobs/positions online instead of using traditional methods, this regardless of gender, age and education. The same high frequency of answers does however find the privacy settings of social media networking channels as a crucial and significant factor for the determination to use LinkedIn`s services. Despite the significance of privacy settings for users, the findings indicate that users on LinkedIn would accept and connect with someone they would not usually connect with on other social media networking channels such as Facebook. This is connected with the fact that the LinkedIn users clearly make the distinction between their personal and professional lives in their profile.



The different variables of the research objectives are examined, evaluated and analysed to determine whether organisations greater focus on LinkedIn contributes to raise or create new self- initiated expatriates. The findings indicate that greater focus on online recruitment tools such as LinkedIn does increase and create self- initiated expatriates. This, however, depends on factors of LinkedIn`s services and the disadvantages and advantages that are linked to online recruitment methods. The assumed theoretical disadvantages have in fact been questioned and contradicted by the findings of this research project. The changes and improvements that LinkedIn executes will affect these factors, which in turn determine the increase or creation of new self- initiated expatriates. The findings do suggest in general that, despite a strong shift towards more online recruitment through LinkedIn, organisations should use LinkedIn as a supplement to traditional recruitment methods and not as a excluding method.

## Recommendations

The findings for this research project provide the basis for the recommendations specified for the two main stakeholders in this research. The main two stakeholders for this research project are HR departments which wish to utilise LinkedIn as an online recruitment tool and the social media networking channel LinkedIn. The reason for to why these findings are the basis for the recommendations provided is the compelling indication evident in the research findings that, regardless of gender, age and education, online application for jobs/positions is preferred over traditional recruitment processes. How these recommendations could be achieved is

also briefly described. The potential of further research on this topic will finally be presented and also the implications it may possess.

There are already many HR departments in organisations that utilise LinkedIn as a tool to attract, assess and hire applicants for jobs/positions. As this research project illustrates there are disadvantages and advantages connected to the use of the online recruitment tool LinkedIn. The findings do therefore highlight significant factors which HR departments should consider related to the use of LinkedIn as a recruitment tool.

The scepticism recruiters possess regarding online applicants' authenticity and correct description of personal attributes on LinkedIn is apparent. The findings of this research project do challenge this scepticism assumed by recruiters, and provide compelling conclusions contrary to these beliefs. Hence it is suggested that HR departments' can use LinkedIn as a reliable online recruitment tool regarding the question of applicants authenticity and correct description of personal attributes.

The analysis of these highlighted factors also indicate HR departments that are in search of specific international active and passive candidates that could be willing to self- expatriate, should establish direct contact with the candidates. Because the findings show that there is "higher" willingness of self- initiated expatriation if active and passive candidates were recruited directly. The nature of the job/position advertised by HR departments is also of significance, where passive and active candidates showed "more" willingness to self- expatriate for temporary jobs/positions than permanent ones. It is therefore suggested that HR departments early consider and plan the nature of the desired job/position they wish to fill, in the search of passive and active candidates. Equality of access to an advertised jobs/positions is also a significant factor HR departments should consider before advertising jobs/positions. Analyses of the findings indicate that non LinkedIn members' inability to access advertised jobs/positions descriptions is portrayed as a disadvantage, and a limitation to possibility find the "best candidate" for the job. It is thus suggested that HR departments utilise a variety of recruitment methods and not exclusively using LinkedIn as the

primary recruitment method, to optimise their application process and application rate.

The social media networking channel LinkedIn has provided members the ability to connect with one another, recommend one another, apply for jobs/positions worldwide and naturally have their resumes online. One of the most essential findings related to the registered users of LinkedIn choice to actually use the services of LinkedIn, was the privacy settings LinkedIn provides. Privacy settings should therefore be a top priority for LinkedIn, which involves providing registered users with sensible, easily understandable options and more apparent privacy settings on their site.

The different bodies of literature discussed and analysed in this research project have been organisational recruitment, self- initiated expatriation and social media networking channels. As discussed in the literature review, there is not adequate empirical research done in the field of self- initiated expatriation. This research project has arguably provided a contemporary context to the field of self- initiated expatriation for organisations related to social media and recruitment. This is to hopefully attract the focus of researchers and business practitioners to this important and interesting field of research. With the excessive fast rate of globalisation will, in particular, the field of self- initiated expatriation, organisational recruitment and social media networking channels attract attention and undergo changes. The next step in this research would therefore be to examine the organisations that set out to hire these self- initiated expatriates and what differences they could possess from organisations that do not hire self- initiated expatriates. Hence, in which develop a hypothesis to examine the field organisational recruitment and self- initiated expatriation.

## Appendix A

### Questionnaire

#### Introduction text

Welcome to a survey developed to explore and research the field of online recruitment through social media networking and international recruitment.

This survey is developed by me (researchers' name) as part of my MA in International Human Resource Management degree which I am undertaking at UEL Royal Docks Business School (<http://www.uel.ac.uk/business/>).

\*This survey is anonymous

\*\* This survey will take approximately 5 minutes

The time you spend honestly answering these few questions is much appreciated.

If you also could take the time to share this through facebook, twitter etc, it would contribute much to provide my research a more representative foundation.

To do so just copy this link below and share it:

<https://docs.google.com/spreadsheet/viewform?formkey=dFNDbFhLaThVaIVhd1BCMnJwRHVJVWc6MQ>

## Questions

1: What is your gender? \*

- ☐ Female
- ☐ Male

2: What is your age? \*

- ☐ 18- 25
- ☐ 26- 30
- ☐ 31- 35
- ☐ 36- 40
- ☐ 41- 45
- ☐ 46- 50
- ☐ 51- 55
- ☐ 56- 60
- ☐ 60+

3: What is your education? \*Choose respective option if currently undertaking or completed (i.e choose postgraduate degree if you are under- taking your degree at this moment)

- ☒ High school degree
- ☐ Undergraduate degree (i.e Bachelor degree)
- ☐ Postgraduate degree (i.e Masters degree)
- ☐ Ph.D degree (i.e Doctorates)
- ☐ Other:

**4: Marital status \***(in a relationship will imply; that you have been in a romantic relationship with someone for more than 1 year)

- ☐ Married
- ☐ Single
- ☐ In a relationship
- ☐ In a civil relationship (same sexual orientation marriage, also called civil marriage)

**5: What is your current occupation relation? \***

Please read through all options before you answer

- ☐ Working in home country with local employer (job which is in the country I am citizen of)
- ☐ Working abroad with foreign employer (job which is NOT in the country I am citizen of)
- ☐ Expatriate (employed in the country I am citizen of, assigned to foreign country)
- ☐ Foreign expatriate (NOT employed in the country I am citizen of, assigned to foreign country)
- ☐ Entrepreneur in home country (owner of own business in the country I am citizen of)
- ☐ Entrepreneur in foreign country (owner of own business NOT in the country I am citizen of)
- ☐ Unemployed
- ☐ Student
- ☐ Other:

**6: Are you a registered user of a social media networking site? \***

(such as Facebook, LinkedIn, Twitter, Google+, Myspace etc.)

- ☐ Yes
- ☐ No

## Online recruitment and job seeking-behaviour

You have answered that you are a registered user of a social media networking site. You will now be asked a few questions and to evaluate some statements regarding your usage of these social media networking channels connected to online recruitment and international recruitment.

### 7: Which of these social media networking channels are you a registered user of? \*

(Multiple choice is allowed)

- ☐ Facebook
- ☐ Twitter
- ☐ LinkedIn
- ☐ Google+
- ☐ Myspace
- ☐ Hi5
- ☐ Orkut
- ☐ Ning
- ☐ Other:

### 8: How many days in a week do you log in to your social media networking channel

page/profile/site? \*(Example: If you visit Facebook or LinkedIn 10 times on one day of a week and not anymore times throughout the week. Then your answer should be "1- 3 days a week")

- ☐ 1- 3 days a week
- ☐ 4- 6 days a week
- ☐ Every day of the week
- ☐ I have a page/profile/site but do not log in

**9: Do/did you use social media networking channels to search for jobs/positions advertisement?** \*(social media networking channels such as Facebook, LinkedIn, Twitter, Google+ etc.)

- ☐ Yes
- ☐ No

**10: Do/did you use social media networking channels to apply for jobs/positions?** \*(such as Facebook, LinkedIn, Twitter, Google+ etc.)

- ☐ Yes
- ☐ No

**11: Do/did you use social media networking channels to do research/find information on the organisations you wish/wished to apply for?** \*(social media networking channels such as Facebook, LinkedIn, Twitter, Google+ etc.)

- ☐ Yes
- ☐ No

**12: Have you considered/ are you considering in the future to apply for jobs/positions abroad?** \*(Abroad will imply applying for jobs/positions not the country you are citizen of and currently living in)

- ☐ Yes
- ☐ No

### **Statements about social media networking channels and recruitment**

There will be a series of statements below which you can agree or disagree with. Please do read each statement and choose a representative value for how much you agree or disagree with the statement. Example: "Chocolate cake tastes good" You can then choose between values from "1" to "6" which represent how much you agree with the statement made. The chosen value "1" would therefore mean that you completely disagree with the statement that Chocolate cake tastes good, contrary to the value "6" where you completely agree with the statement.



13: "My social media networking channel page/profile/site portrays how I portray myself as an individual" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

14: "I share content that is perceived as suitable by my employer on social media networking channels" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

15: "Privacy settings on social media networking channels are not important" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

16: "International job experience would be beneficial for me to acquire the job/position I desire" \*\*  
\*\*International experience implies experience and knowledge acquired by working abroad from home country in this context

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

17: "If there was a temporary job/position/project available by a employer abroad, I would apply" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

18: "If there was a permanent job/position available by a employer abroad, I would apply" \*\*Permanent would imply that you had to move abroad for that job/position

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

19: "If a foreign employer contacted me regarding a job/position abroad, I would apply" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

20: "I would rather apply for a job/position online than traditional applications, where I need to send/deliver my application by letter" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

**If you are/have been a registered user of the social media networking channel LinkedIn do proceed with rating/answering these following statements and questions , if not do not rate/answer the statements and questions.**

21: Are you aware that LinkedIn provides registered users the function to search and apply for jobs/positions globally?

- ☐ Yes
- ☐ No

22: Do you only use your LinkedIn profile to have your resume available online?

- ☐ Yes
- ☐ No

**23: Would you have someone as a connection on LinkedIn which you would not have on other social media networking channels?**\*Example : You would accept John Doe as a connection on LinkedIn but not on Facebook

- ☐ Yes
- ☐ No
- ☐ Other:

**24: "LinkedIn portrays only my professional life and not my private"**

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

**25: "The information I provide on my LinkedIn online resume is authentic"**

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

**26: "By only advertising jobs/positions on the social media networking channel LinkedIn provides non registered users disadvantage"**

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

**27: "LinkedIn is the best social media networking channel to search and apply for jobs/positions"**

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

## Online recruitment and job seeking-behaviour

You have answered that you are not a registered user of social media. You will be asked a few questions related to job seeking- behaviour.

### 28: Which channel(s) do you use to apply for jobs/positions? \*

(Multiple choice is allowed)

- ☐ Newspaper advertisement
- ☐ TV advertisement
- ☐ Professional magazine advertisement
- ☐ Job- boards (non social networking internet web- sites designed to connect applicant to employer)
- ☐ Phiscically visit the organisations and inquire if there are vacant jobs/positions
- ☐ Other:

### 29: Have you considered/ are you considering to apply for jobs/positions abroad? \*(Abroad will imply applying for jobs/positions not the country you are citizen of and currently living in)

- ☐ Yes
- ☐ No

## Statements about job seeking-behaviour and international recruitment

There will be a series of statements below which you can agree or disagree with. Please do read each statement and choose a representative value for how much you agree or disagree with the statement. Example: "Chocolate cake tastes good" You can then choose between values from "1" to "6" which represent how much you agree with the statement made. Therefore would the chosen value "1" mean that you completely disagree with the statement that Chocolate cake tastes good, contrary to the value "6" where you completely agree with the statement.

**30: "International job experience would be beneficial for me to acquire the job/position I desire" \*\*International experience implies experience and knowledge acquired by working abroad from home country in this context**

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**31: "If there was a temporary job/position/project available by a employer abroad, I would apply" \***

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**32: "If there was a permanent job/position available by a employer abroad, I would apply" \*\*Permanent would imply that you had to move abroad for that job/position**

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**33: "If a foreign employer contacted me regarding a job/position abroad, I would apply" \***

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**34: "If a social media networking site could connect me to a pool of global job advertisements I would become a registered member" \***

	1	2	3	4	5	6	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

35: "Privacy settings on social media networking channels are not important" \*

1 2 3 4 5 6

Strongly disagree ☐ ☐ ☐ ☐ ☐ ☐ Strongly agree

Page 4

Before you submit your answers I would encourage you to share this survey with others on whichever platform you wish to further contribute with my project! To do so just copy the link below and share it by email, social media channels or forums!

<https://docs.google.com/spreadsheet/viewform?formkey=dFNDbFhLaThValVhd1BCMnJwRHVJVWc6MQ>  
I would like to take this opportunity to personally thank you for your contribution which improves my dissertation. (PRESS SUBMIT BUTTON BELOW TO FINALIZE THIS QUESTIONNAIRE)

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